






The Council's **Business Plan** sets out the Council's ambition **'to be the best City Council in the UK.'** The vision for the HR Service is to **'enable the Council to achieve its ambition through its people.'** The People Plan 2012-2015 sets out the Council's priorities for its people across five themes. Underpinning the People Plan are the **Council values**, our commitment to joint working with the **Trade Unions** and our commitment to **partnership working** with the public, private and voluntary sectors.

| People Plan themes - we want our people to be... |  Flexible |  Healthy |  Enabled |  Engaged |  Performing |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome... | <ul style="list-style-type: none"> We have the right people with the right skills in the right place at the right time | <ul style="list-style-type: none"> We provide a safe place to work, where wellbeing matters and attendance is consistently high | <ul style="list-style-type: none"> We are a forward thinking organisation which allows people to fulfil their potential | <ul style="list-style-type: none"> Everybody is respected, involved, heard, well led and valued | <ul style="list-style-type: none"> Everybody plays their part in making the Council the best City Council in the UK |
| Successes from 2011/12 to build on... | <ul style="list-style-type: none"> We've successfully enabled 1320 staff to leave under ELI on a voluntary basis to deliver budget efficiencies (2010/12) | <ul style="list-style-type: none"> We estimate we have saved £1.6 million by reducing sickness absence from 10.1 to 9.3 days per person | <ul style="list-style-type: none"> We achieved IiP re-accreditation making big improvements in a range of areas | <ul style="list-style-type: none"> We've embedded staff engagement as a key management accountability, measured quarterly. Council wide we've achieved an engagement measure of 71% | <ul style="list-style-type: none"> We achieved 92% of appraisals by the end of the year. |
| Here's our headline targets... | <ul style="list-style-type: none"> Workforce Planning effectively linked to Council/directorate priorities Effectively manage reduction in staffing budget of £5.4m in 2012/13 100% of 250 opportunities filled by people from priority groups Increased % of BME staff, disabled staff and women at senior levels | <ul style="list-style-type: none"> Improved attendance saves £1.6m in 2012/13 by delivering 8.5 days lost to sickness absence per employee Reduce the number of employee accidents and incidents by 3% in 2012/13 Create a healthy workforce contributing to the health of the City | <ul style="list-style-type: none"> Workforce development planning effectively linked to Council/directorate priorities £2.5m workforce development budget effectively delivered in 2012/13 Open engaging and ambitious staff behaviours embedded Equality issues considered in 100% of structural changes | <ul style="list-style-type: none"> Increased percentage of staff who feel engaged Employee Relations Framework agreed with Trade Unions and reviewed | <ul style="list-style-type: none"> 100% performance appraisals completed by end July 2012 100% 6 month reviews completed end of December 2012 Each member of staff to have a personal development plan |
| Here's what we'll measure... | <ul style="list-style-type: none"> Staffing budget Headcount Agency spend Talent Pool Effectiveness Workforce diversity profile | <ul style="list-style-type: none"> Attendance Accident rates | <ul style="list-style-type: none"> % spend of workforce development budget Performance and Learning System roll out Impact of mentoring for senior leaders | <ul style="list-style-type: none"> Extent to which the Council delivers what employees need to feel engaged Engagement survey response rates Effectiveness of Employee Relations Framework | <ul style="list-style-type: none"> % of performance appraisals completed % of 6 month reviews completed Service performance against their People Plan priorities Number of grievances, disciplinary and performance cases |
| Here's what we're going to do... | <ul style="list-style-type: none"> We are going to maintain controls on workforce numbers to support the Council's budget Make sure our workforce reflects the diverse profile of Leeds Develop the Talent Pool and re-skill staff Promote 250 opportunities programme and work experience placements Ensure effective safeguarding assurances are in place Run development centres for high performing, high potential people particularly from underrepresented groups | <ul style="list-style-type: none"> Improve safety, wellbeing and attendance Promote wellbeing and healthy activities for staff Promote a practical and sensible approach to health and safety Make sure everyone understands their health and safety responsibilities Retain our status as a 'Mindful employer' Successfully transfer Public Health responsibilities into the Council Make Health everyone's business | <ul style="list-style-type: none"> Design and deliver quality and value for money services Roll out the Performance and Learning System and support the web and intranet replacement and Self Service Support change and new ways of working to increase effectiveness Improve succession planning and career pathways Develop a coaching culture. Strengthen the learning culture and deliver our learning agreement Investors in People, Carer Friendly Charter and Equality Standard maintained | <ul style="list-style-type: none"> Respond to issues raised by staff in the quarterly engagement surveys. Work in partnership with the Trade Unions at all levels Involve staff in improving services Value and recognise the contribution of all staff Make the Council an even better place to work | <ul style="list-style-type: none"> Link appraisals to service plans so everybody understands their role in delivering the business plan Manage performance and develop teams Develop Managers to confidently use people skills and employment policies to resolve issues We will challenge unnecessary bureaucracy to make the Council more agile |

Working as a team for Leeds

Being open, honest and trusted

Working with communities

Treating people fairly

Spending money wisely